

A STUDY OF THE ATTITUDES OF
VOLUNTEER NAVAL RESERVE
SUPPLY OFFICERS
IN THE
NINTH NAVAL DISTRICT

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A STUDY OF THE ATTITUDES OF
VOLUNTEER NAVAL RESERVE
SUPPLY OFFICERS
IN THE
NINTH NAVAL DISTRICT

A THESIS
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BY
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PART I

INTRODUCTION

Recently, Secretary of the Navy Sullivan in addressing the House Appropriations Committee, (3) gave a concise statement of why this country has a Navy, and its role should another emergency call for strategy in the event of attack.

Broadly speaking, the reason we have a Navy is to provide this country with an operating force in being, capable of deterring any premeditated attack, preventing any invasion, and projecting our strength abroad. That Navy should be sufficiently powerful so that, combined with its sister services, it will discourage a careless or inadvertent act of war. That Navy should be so constituted¹ that if war comes in the future the Navy can play its part in assuring that the war will be fought, as in the past, in foreign waters, in foreign skies, and on foreign lands, rather than around, above and on American soil.... .

It will be noted that Mr. Sullivan draws a distinction between the required peacetime strength of the Navy, and the requirements in the event of a future war. To maintain a Navy of the strength equivalent to that achieved in the recent War would place an intolerable, and probably wasteful burden upon this country's taxpayers. Consequently, to partially bridge the gap between peacetime personnel strength and wartime manpower requirements, the Navy must depend upon an adequate Naval Reserve.²

We are here concerned with some of the problems relating to one component of that organization, namely, Volunteer Reserve Supply Officer Divisions. Perhaps the functions of the Navy Supply Corps

¹ Italics supplied by the writer.

² For the composition of the Naval Reserve, see (1) Appendix A.

are best described by the Bureau of Supplies and Accounts Manual:

(35, ch. 4)

World War II was largely a war of logistics. Victory in the field depended upon intelligent planning for future material needs and a guarantee that the goods would reach the combat areas in an uninterrupted flow. New concepts of supply were developed to meet the needs of a highly mobile naval service. Amphibious supply and the advanced base system were established on an unprecedented scale. The Supply Corps was required to deliver staggering quantities of goods to the world's greatest Navy. The tremendous supply organization evolved during the war was the culmination of the steps which led to an integrated Supply Corps to handle the business aspects of the Navy.

At the wartime peak, there were approximately 16,000 Supply Corps Officers on active duty in the Navy as compared to the present Regular Navy strength of about 3000 Supply Officers. In the process of demobilization, some 13,000 well trained Supply Officers were released to inactive duty in the Volunteer Naval Reserve.

Prior to their mobilization many of these Officers were engaged in civilian vocations which closely paralleled various branches of Supply Corps work. Such candidates were commissioned in the Supply Corps as Specialists and, insofar as practicable, were assigned only to billets in the field of their specialization.

Other candidates, lacking specific civilian training or experience in one or more branches of Supply functions, were trained at the Navy Supply Corps School in all functions of Supply, and commissioned as General Supply Corps Officers. These Officers are considered qualified for general assignment afloat or ashore.

In the event of national emergency, the Navy would again rely upon the wealth of training and abilities embodied in these 13,000 Volunteer Reserve Officers.

In the meantime, those Officers of the Volunteer Reserve who desire to continue their association with the Navy, can form Volunteer Reserve Supply Officer Divisions. Obviously, it is only feasible to organize these Units in population centers where there is some concentration of Reserve Supply Officers. Under the present plan, Officers may attend monthly drill periods without pay and, subject to other conditions, perform Two Weeks Annual Training duty with pay.

While the Navy has imposed few restrictions on the conduct and content of these Monthly Meetings, a variety of instruction materials, such as motion picture films, charts, printed lectures, and so forth, have been made available for use by Volunteer Divisions.

In addition to this type of training, all Reserve Officers may enroll in Correspondence Courses covering a wide range of naval subjects. Some Courses cover basic information required by all Naval Officers who seek promotion, but the only courses now available on Supply subjects are those covering basic supply functions. Courses covering specialized functions of Supply are now in preparation and will probably be released to the service in the near future.

The effectiveness of all these training methods, the Volunteer Reserve Supply Division, the Two Weeks Annual Training Duty, and Correspondence Courses, largely depends upon the degree to which we can stimulate and maintain the interest of Reserve Officers, and direct these interests toward the achievement of specific goals set by the program.

Officers of various ages, ranks, and vocations attend these Monthly Drills without financial incentive. It can be assumed that all member Officers have some interest in the Navy, but the exact nature of these interests should be clearly identified and used as the criteria

for planning and evaluating the program of activities for each Unit.

While the Officers administering the Volunteer Reserve Supply Program have clearly in mind the objectives of the program, it seems probable that member Officers of the various Units, do not share this understanding.

A true coordination must be based on a real community of interest in the attainment of the desired objective. This means not merely that administration and members must understand each other, but that each and all must understand what the real purpose is and, furthermore, that every group represented in the organization must understand how and why the attainment of this purpose is essential to the welfare of all.

(32. p. 9)

As a general practice, top-management sets objectives for the organization and the members are informed of these objectives through formal or informal indoctrination training. Members of the organization who consistently refuse to work toward the attainment of these objectives are excluded from the group.

It is believed that this procedure may be inadvisable in the case of Volunteer Supply Units. The principal reason for attendance at Volunteer Meetings is the member's interest in some function or group of functions of the Navy. If the objectives are not in harmony with the interests of the group, the group will reject the objectives by failing to attend the Meetings. In which case, we sacrifice both the primary objective set by the planning group, and the secondary objective, which is full attendance at all Meetings.

As an alternative procedure, why not ascertain from participating Officers, what they believe the purpose of the Unit should be?

If the consensus of opinion is compatible with the aims and policies of the planning body, it can then be adopted as the central purpose of the group. Objectives set in this manner are more likely to evoke the community of interest which is basically necessary for group stability.

The Bureau of Supplies and Accounts and the Bureau of Naval Personnel have provided a wide choice of assignments for Officers applying for the Annual Two Weeks Training Duty. Probably the most potent deterrent to Officers who desire to perform Training Duty, is the difficulty of getting time off from their civilian employment.

Some can take no time off without loss of pay and fear of reprisals from their employer. Others, who are granted time off with pay chargeable to regular vacation time, feel obligated to spend annual vacations with their families. The ideal situation is one in which Reserve personnel are granted Military Leave (time off with pay not deductible from regular vacation time) for Annual Training Duty. It would be of considerable assistance to the planning Bureaus to know the prevailing practice of civilian employers with respect to the granting of time off for Training Duty. If the situation is preponderantly unfavorable, corrective action could be taken through local Civic Organizations, Chambers of Commerce, and so forth, to obtain better cooperation from employers. But even after the application for training is submitted, it is sometimes disapproved.

Due to the limitations of funds available for Training Duty, it becomes necessary to limit the number of Reserve Officers who may perform such duty each year. This is accomplished by setting a quota for each Naval District, and applications in excess of this quota must

be disapproved. As a guide in gauging the adequacy of present quotas, it would be helpful to know the current ratio of approved requests to disapproved requests and, also, the possible adverse effect which disapproval may have on future requests for Training Duty.

The present Correspondence study program for Reserve Supply Officers has not progressed to a point which permits objective evaluation of the Course material. But as an aid in establishing study Units, and setting time limits on the various Courses; it would be helpful to know the average amount of time the Reserve Officer is willing to devote to such training. It is pertinent, also, to know whether or not more Reserve Officers favor, or are willing to complete prescribed Correspondence Courses as a prerequisite for promotion.

If the answers to these questions are to provide a sound basis for future policy, they must be elicited from those most affected by such policy decisions; namely, the members of Volunteer Supply Units.

Let us then consider the nature of attitudes and opinions and some of the methods available for probing individual and group attitudes.

PART II

METHODS OF DETERMINING ATTITUDES

Definition of Attitude

Frequently, "attitude" is used interchangeably with "opinion," "belief," "set of mind," or how one "feels" toward factors in his environment under a given set of conditions. A "good attitude" is generally construed as a predisposition to react favorably to a given situation or object in question.

Various writers in the field, however, assign a more specific meaning to the term. Sherif and Cantril (43, p. 380) state "attitudes are among the various psychological factors which determine the individual's selective reaction to his environment." Bird (6, p. 143) defines attitude as an "adjustment by an individual toward a selected aspect of his environment or of his own conduct." Thurstone (49, p. 531) considers an attitude as a "Concept... the sum total of a man's inclinations and feelings, prejudice, bias, preconceived notions, ideas, fears, threats, and convictions about any specific topic."

Ferguson (17, p. 665) says that, "an attitude may be defined as the acceptance value of a belief. The acceptance value of the belief may be quite independent of its truth or falsity. It is possible for different people to have different acceptance values of the belief ranging from complete acceptance through neutrality to complete rejection. It is this series of acceptance values that constitutes the attitude continuum."

Perhaps the latter definition is most immediately applicable

to this thesis, for any attitude or opinion survey is aimed at discovering the acceptance values (or rejection) of a selected group toward the topics under study.

Attitude and Opinion

Occasionally, a distinction is made between attitude and opinion. Warren's "Dictionary of Psycholory" (52) defines opinion as "an individual's own account or statement (frequently a rationalization) of his attitude. In other words, an attitude, which is a predisposition to react to a stimulus in a certain way, becomes an opinion when expressed in the individual's own words. This is a fine distinction and will be ignored in the present study.

Purpose of the Employee Attitude Survey

In the industrial organization one of the major functions of the line of authority is that of providing channels of communication from top to bottom throughout the structure. (19) In the small organization, management is in intimate daily contact with all employees and is able to sense what workers are thinking. Also, in this informal atmosphere, employees are more likely to convey their feelings to their "bosses" and frequently obtain a "spot" adjustment of their difficulties.

As the organization grows, the channel of communication lengthens; there is an increase in the spatial and social distance separating top management and the worker; all these developments impede the flow of information through the line of communication. Secondly, the man-boss relationships are often so unsatisfactory as to impair efficiency and cooperation. Because each person is so sensitive to his boss's needs, opinions, likes and dislikes, there is often much confusion and misunderstanding in communicating up the line. (19. ch. 2)

Because of this censorship and the practical necessity for limiting the flow of details up the line, top-management ends up with a vague and generalized picture of what the workers are actually thinking.

It seems reasonable to believe that this breakdown in the line of communication, which so particularly characterizes the large industrial organization, also applies in a varying degree to the Navy. In the case of the Volunteer Supply Unit, the Officer-in-Charge sees the members of his Unit once a month for the usual two-hour meeting. Scheduled activities consume most of the allotted time. In the time remaining, there is little opportunity for the Officer-in-Charge to get clear expression of individual attitudes on the variety of topics immediately pertinent to the Reserve Program.

Consequently, the Officer-in-Charge and his staff are forced to formulate policies and plan activities on the basis of what they think the members are thinking.

The District Reserve Supply Corps Program Officer, whose job it is to coordinate the activities of the various Units, is likewise handicapped in the performance of his duties, by the infrequency of contact with the Officers-in-Charge of the respective Units, and the possible inadequacy of information transmitted upwards from the Units.

Like top-management in industry, the Bureau of Supplies and Accounts and the Bureau of Naval Personnel are responsible for the development of broad objectives, policies, and a general program of activities for the Volunteer Supply Units.

The success of the program must ultimately be measured by the interest of the member Officers, as expressed in their attendance at Monthly Drills. Under these conditions, it is vitally important that the planning bureaus know the attitudes of the member Officers toward the policies, practices, and activities which make up the Volunteer Reserve Program. Industry has developed and adopted a variety of methods for sounding out employee attitudes.

Miscellaneous Methods of Determining Employee Attitudes

As previously mentioned, one of the important functions of the line of authority is that of providing a channel of communication from top to bottom throughout the organization. Industry commonly looks to the supervisory force for information on employee attitudes and morale. In addition to the inherent distortions and censorship in relaying information up the line, the observations are colored by the feelings and bias of the observer. However, the reliability of such information can be improved if the supervisory force is trained in objective methods of observation.

Analysis of operations and records are common sources of data on employee attitudes and morale. "Labor turnover is a fair index of labor unrest or morale, particularly during a period of labor shortage. It may be a fair means of comparing group attitudes as between similar groups even during normal periods of business activity; however, labor turnover may not reveal anything but intolerable conditions during severe depressions, for workers will hold on to their jobs even though they may be greatly dissatisfied." (40, p. 508)

Excessive absenteeism or tardiness may also indicate general

or specific morale conditions. Since all these conditions may be caused by factors not related to attitudes or morale, the foregoing indexes should be considered as a weather vane, pointing toward possible danger areas, and made the object of thorough investigation. The investigation of grievances is another means of gauging morale or attitudes. However, there is a general reluctance on the part of workers to file a grievance through formal channels. This reluctance is usually mitigated when a union grievance procedure is provided, but the more thoughtful management seeks by anticipatory action to prevent grievances.

Guided Interview

When conducted by a trained interviewer, the guided interview is an excellent method for eliciting from employees information on attitudes. The interviewer is provided with a list of prepared questions which are to be answered by everyone covered in the survey. The skillful interviewer, however, will encourage the interviewee to talk freely on all the topics covered. Frequently, pertinent information on employee attitudes can be developed by carefully observing the behavior of the interviewee when responding to the standard questions. Also, spontaneous remarks by the interviewee may reveal areas more urgently in need of investigation than those covered by the immediate survey.

This technique is time consuming, requires trained interviewers, and thus is costly. Because of its flexibility, the guided interview facilitates the gathering of information on a wide range of subjects.

At the beginning of the interview program at the Hawthorne Plant of the Western Electric Company, the guided interview or direct

question approach was used. In evaluating this technique, it was revealed that, "Such a method tended to put a person in a 'yes' or 'no' frame of mind. Instead of obtaining the employee's spontaneous and real convictions, it tended to arouse a reaction of antagonism or a stereotyped form of response. Frequently the questions themselves suggested the answers. And moreover, the method elicited opinions upon topics which the interviewer thought to be important but which the employee might never have thought of before." (37. p. 202)

The foregoing criticism of the guided interview technique is, of course, valid when the interviewer rigidly adheres to a standard set of questions. However, the specific information so developed simplifies classification and evaluation of the data.

Unguided Interview

Because of the inadequacies of the direct interview technique as used in the Hawthorne experiment, the method was changed to an indirect, or unguided approach. "After the interviewer had explained the program, the employee was to be allowed to choose his own topic. As long as the employee talked spontaneously, the interviewer was to follow the employee's ideas, displaying real interest in what the employee had to say, and taking sufficient notes to enable him to recall the employee's various statements. While the employee continued to talk, no attempt was made to change the subject... if he (interviewer) did ask questions, they were to be phrased in a noncommittal manner and certainly not in the form, previously used, which suggested the answers." (37, p. 203)

There was an immediate increase in the duration of the interview; using the direct approach, the interview was approximately 30

minutes long; but with the indirect method, interviews lengthened to approximately 1½ hours.

The indirect or non-directive technique then requires more time per interview but, in the hands of a skillful interviewer, it is more searching than the direct method; attitudes toward topics of most importance to the interviewee are revealed together with their causal factors. Accordingly, there is provided a basis for changing unfavorable attitudes, and the employee benefits by the opportunity to get "things off his chest." However, a mass of unrelated data is accumulated which leads to an immense problem in classifying and evaluating the information for practical utilization.

Questionnaires

Because of the simplicity of administration and relative economy, questionnaires are the most frequently used method for determining employee attitudes. The question may take various forms such as the essay or "open" question, where respondents are asked to express themselves in their own words; the "yes-no" or "true-false" question; the "agree-disagree", either with two answers or with five answers providing degrees of acceptability to the respondent; the "attitude scale" consisting of simple statements from which the employee is to select those with which he agrees or which he believes to be true; and the multiple choice type of item. (9, pp. 222-223)

Many studies have used a combination of some of these approaches. But the particular procedure to be used must be selected in terms of the specific purpose or objective to be attained.

Regardless of the approach used, the questions must be carefully formulated so that the respondent can readily understand what is

wanted without oral instructions. Lockley gives several rules or principles to follow in the construction of a questionnaire: (9, pp. 22-23)

Questions so far as possible should be specific and objective. Complicated and speculative questions are likely to be misunderstood and to bring back rationalization rather than fact. A conditional question, "What would you do if" is not only difficult to answer, but equally difficult for the analyst to interpret. Questions should ask about simple facts, recent actions, and should avoid generalizations The questionnaire should be short. The best way of determining the length of a questionnaire is for a man or woman who develops it to do enough experimental interviewing on it to be sure that it is workable.

The questionnaire has an additional advantage in that it can be administered by mail from a central location, and it is thus possible to include a greater number of widely distributed respondents at a relatively small expense.

Since this method was used to gather the data for this study, it is perhaps well to indicate in greater detail the advantages and disadvantages of the mail questionnaire technique.

Frequently the claimed advantage of economy for the mail questionnaire does not stand up too well in actual practice. Since returns commonly do not exceed fifteen percent, the cost of each returned mail questionnaire may be higher than for an equivalent personal interview.

In considering the mail questionnaire as a method determining consumer opinion, Blankenship states: (8, pp. 44-47)

The mail questionnaire can be of value where a wide distribution of respondents is required. The technique is flexible; it permits a wide distribution of respondents at relatively small cost compared to the personal approach. The mail questionnaire is also of advantage in approaching persons who are scattered throughout sections in a particular area. One great advantage of the mail questionnaire is that it eliminates any interview bias The usual mail questionnaire does not usually require the respondent to identify himself. Since the questionnaire is anonymous, it is frequently possible to inquire about subjects which would be more difficult to handle in an interview Its greatest deficiency is the lack of assurance that a representative group of people will reply.

In considering the latter disadvantage, Lockley (9, pp. 22-23) points out that, "there is usually a tendency for people most interested in a product, service or problem to answer a mail questionnaire about it. Rarely are these people representative of the total group, and generalizations made about the total group on the basis of the relationships between favorable and unfavorable answers from those most interested are likely to be misleading." On the other hand, the mail questionnaire is an entirely adequate device for obtaining many kinds of qualitative information, such as sources of satisfaction or dissatisfaction. Also, if the returns exceed the fifty percent level, there is considerable justification for generalizing the results as applying to the population sampled.

PART III

PURPOSE AND SCOPE OF THE STUDY

It has been the purpose of this study to devise and administer a mail questionnaire which would yield practical information on the following aspects of the Volunteer Supply Program in the Ninth Naval District;¹ the opinion of members as to the objectives of the Volunteer Supply Program; preferred activities for monthly drills; the attitudes of Reserve Supply Officers toward certain tentative promotion requirements including Navy Correspondence Courses; the prevailing practices of employers with respect to granting time off for Training Duty; the attitudes of Volunteer Reserve Officers toward Training Duty and other training methods; to analyze the results and develop the conclusions permitted by the data.

Scope of the Study

At the time of this investigation, there were four hundred and thirteen (413) Reserve Supply Officers comprising a total of ten Volunteer Reserve Supply Officer Divisions in the Ninth Naval District. (see Table I)

TABLE I

VOLUNTEER RESERVE SUPPLY OFFICER DIVISIONS IN THE NINTH NAVAL DISTRICT
By Location and Number of Members as of 30 June 1948²

UNIT NUMBER	LOCATION	NUMBER OF MEMBERS
9-1	Detroit, Mich.	55
9-2	Toledo, Ohio	21
9-3	Cleveland, Ohio	41
9-4	Akron, Ohio	15
9-5	Minneapolis, Minn.	41
9-6	Milwaukee, Wis.	26
9-7	Chicago, Ill.	130
9-8	Kansas City, Mo.	32
9-9	Indianapolis, Ind.	28
9-10	St. Louis, Mo.	19
	TOTAL	413

¹For a list of states comprising the Ninth Naval District, see Appendix A.

²Source: Ninth Naval District, District Supply Office.

Due to the low rate of return frequently realized in a mail questionnaire survey, it was considered doubtful that a selected sample would produce the volume of replies required to justify generalization of the results.

Therefore, in order to afford the maximum opportunity that a reliable cross-section of opinion would be secured, questionnaires were distributed to the entire membership of Volunteer Supply Units in the Ninth Naval District.

PART IV

DESIGNING, PREPARING AND ADMINISTERING THE QUESTIONNAIRE

Setting the Objectives

At the inception of this study, the writer conferred with representatives of the Officer Training Section, and the Naval Reserve Section of the Bureau of Supplies and Accounts, Navy Department. These Officers were of invaluable help in supplying the historical background of the Naval Reserve Program, identifying problem areas, and suggesting groups to be covered in the survey.

From an early list of tentative objectives, it was necessary to choose and adjust desired goals to the practical limitations imposed by the mail questionnaire technique.

Formulating the Questions

As previously indicated, the scope of this study and the scatter of respondents were the factors which prompted the use of a mail questionnaire. Blankenship (8, p. 55) offers an excellent list of criteria to be used in formulating questions:

1. Any form of question asked must obtain replies which can be summarized in a meaningful fashion.
2. The introduction and opening question must create rapport with the respondent.
3. The questions must not be ambiguous:
 - (a) The question may be susceptible to different interpretations by different respondents.

- (b) The wording may not be understood.
- (c) The wording may be difficult.

4. The questions must be phrased in psychologically concrete and specific terms; they must be close to the individual's experience.

5. Wherever possible, questions should refer to objective behavior. Behavior questions provide information which can be checked against actual behavior as a check on the accuracy of the survey.

6. The intensity of the phrasing will influence replies; using a modifying word or phrase can extend or limit the proposal in such a way that replies will be influenced.

7. The question must be worded so that it will not damage the pride of the respondent.

8. The questions must be non-emotional and unbiased. Avoid emotionally colored words.

9. If a check list is used, its influence must be carefully considered. The number of degrees must be carefully considered and the answers provided the respondents must be comparable.

Questions were repeatedly re-phrased and successive drafts were discussed with members of Volunteer Supply Unit 9-7, Chicago, who were thoroughly familiar with the local Reserve Program. Many helpful suggestions were obtained in this manner.

The sequence of questions was changed several times to ensure easy, logical transition of thought on the part of the respondent. Each question was evaluated in terms of its corresponding objective and also checked against the foregoing criteria listed by Blankenship.

As the questions were evolved it became apparent that a com-

bination of the multiple choice and yes-no type of questions gave most promise of fulfilling the objectives of the study.

The Chicago Volunteer Supply Unit had recently completed a mail questionnaire survey of its members in an endeavor to better plan the local program of activities. Several "open" questions were included in this study but the rate of response on these queries was so low as to provide no basis for concrete conclusions.

Since these results might well typify the reactions of the group covered by this study, and because of the generally poor results obtained with this type of question in the mail questionnaire (S, p.22), no "open" questions were included in the final questionnaire. To partially compensate for this deficiency, however, space for "Comments" was provided on the face and back of the last sheet of each questionnaire. This fact was indicated on the front of the last sheet by the following entry: "Please add your suggestions regarding any phase of the Volunteer Reserve Program. Use the back of this sheet if necessary."

Pretesting the Questionnaire

To check the adequacy of the questionnaire and to develop a check list of complete and comparable items for multiple choice questions, ten pretest interviews were conducted with members of Chicago Volunteer Supply Unit, 9-7.

The individuals to be interviewed were not selected in a random manner, but the names were selected from a roster of members so as to include a cross section of the local Unit based upon the age and rank of the interviewees.

All multiple-choice items were phrased in the form of "open" questions. To ensure that each respondent was asked the same question

in precisely the same words, the questions were read from a prepared copy.

At every opportunity, the interviewee was encouraged to amplify his answers, by exploratory questions such as "Why do you feel that way?" or "What do you think should be done?"

The final categories of answers to "open" questions (multiple choice on the final questionnaire) were checked to the previously prepared alternative answers: those answers on the check list which matched none of the categories of the replies to "open" questions and those questions which consistently failed to elicit the intended reply, were clarified or discarded.

Finally, the spontaneous remarks which arose during the interview were scrutinized as a means of discovering subject matter for additional questions. It was this measure which prompted the inclusion of two questions on "The Monthly Newsletter" which is published monthly by the Bureau of Supplies and Accounts, and distributed to all Officers of the Supply Corps for their professional information.

With the exception of four questions, the questionnaire in the final form could be answered by checking the answer selected. During the pretest interviews it was discovered that there was considerable overlapping in alternatives provided on three multiple choice questions. Since these alternatives were repeatedly given as answers to the respective questions, it was decided to use a "ranking" question rather than force the respondent to select an unrepresentative answer. The fourth item which required some writing was "Age" of respondent.

In order to direct the attention of the respondent and help provide for a logical transition of thinking, questions were finally

grouped under the following headings:

- Part I General Information
- Part II You And The Navy
- Part III Your Thinking On Your Unit
- Part IV Your Training For Promotion

Under General Information was included such questions as:

Age; Rank; Classification (Special or General); Unit Number; How long a member of this Unit?; How many meetings have you attended as a member of this Unit?; and Number of years of active service? It was believed that this information would provide the basis for meaningful cross-analysis.

Because of the number of questionnaires involved in this study, and the probable significance of a cross-analysis of many of the items, IBM punch cards were used for tabulating the returns and answers were pre-coded to facilitate transcription of the data to punch cards.

The following note was placed at the bottom of each questionnaire; "Please Do Not Sign This Questionnaire". This was done in the belief that a greater number of returns would be forthcoming if anonymity were permitted.¹

Securing the Cooperation of Respondents

For the purpose of securing the interest and cooperation of the members of Volunteer Supply Unit 9-7, Chicago, the writer was privileged to attend a Regular Monthly Meeting of that Unit. The nature, purpose and significance of the study were briefly explained. Emphasis

¹A copy of the questionnaire used in this survey is included in Appendix B.

was placed upon the fact that the questionnaire would provide each member with an opportunity for informing the Bureau of Supplies and Accounts of his attitudes, criticism and suggestions on a variety of matters important to him and his Unit. The subsequent high return from this Group is partially attributed to this personal appeal.

Due to the fine cooperation of the Reserve Supply Corps Program Officer of the Ninth Naval District, Commander W. Schmitzner, the writer was permitted to attend a Conference of all Officers-in-Charge of the ten Volunteer Supply Units in the Ninth Naval District. The study was explained and a copy of the questionnaire circulated for review and comments. An agreement was concluded whereby sufficient questionnaires for each Unit would be forwarded to the Officer-in-Charge of that Unit; the Officers-in-Charge would, in turn distribute the questionnaires to the members with the regular announcement for the next meeting. It was believed that this arrangement would stimulate returns.

Distribution of Questionnaires

It was subsequently ascertained that the Monthly Meeting dates of four of the ten Units to be covered in the survey did not conform to the time-schedule for the study. In these cases, questionnaires were sent by mail to the Officers concerned. In the case of the remaining six Units, the aforementioned distribution plan was adhered to.

Each questionnaire was accompanied by a forwarding letter, signed by the Ninth Naval District, Reserve Supply Corps Program Officer and a stamped self-addressed envelope. A copy of the forwarding letter is included in Appendix B. While there is no objective criteria against which to evaluate the effect of this letter upon the response, it is

believed that it was an important factor in bringing about a relatively high rate of return.

A total of 403 questionnaires were distributed and fifty percent or 202 were returned. Table II shows the number of questionnaires returned as compared to the number distributed, by Unit and location. No explanation can be given for the negligible return from Unit 9-1, Detroit. Because of time limitations, no regular follow-up procedure could be used.

TABLE II
NUMBER OF QUESTIONNAIRES RETURNED AS COMPARED TO NUMBER MAILED,
BY UNIT AND LOCATION

UNIT NUMBER	LOCATION OF UNIT	NUMBER OF QUESTION- NAIRES MAILED	NUMBER OF QUESTION- NAIRES RETURNED	PERCENTAGE RETURNED BY UNIT	PERCENTAGE RETURNED BASED ON TOTAL MAILED
9-1	Detroit, Mich.	55	1	1.82	.0025
9-2	Toledo, Ohio	21	16	79.3	.0397
9-3	Cleveland, Ohio	41	11	27.1	.0273
9-4	Akron, Ohio	15	5	33.3	.0124
9-5	Minneapolis, Minn.	41	14	27.8	.0347
9-6	Milwaukee, Wis.	26	13	50.0	.0323
9-7	Chicago, Ill.	125	85	68.0	.2110
9-8	Kansas, City, Mo.	32	26	81.3	.0645
9-9	Indianapolis, Ind.	28	18	64.5	.0447
9-10	St. Louis, Mo.	19	13	68.5	.0323
	TOTAL	403	202	—	.5014

Tabulating the Returns

The returns were tallied on a "Tally Control Sheet" against the Unit number of the respondent. Since most of the items were pre-

coded, the task of editing the returns was relatively small. The returns were checked for omissions and errors which would hinder easy transfer of the data to IBM cards. Where the Unit number was omitted, the correct number was supplied by checking the post-mark of the return envelope. Otherwise, no attempt was made to supply missing data. Blank spaces were simply coded "X" which, when sorted, was interpreted as "no data".

About ten percent of the respondents simply checked one statement on the three questions (questions 5, 8 and 19) which provided four or five alternate statements to be ranked in the order of the respondent's preference. In these cases, the statement checked by the respondent was coded as "1" to indicate his first choice, and the remaining alternate replies were coded "X", or "no data". The treatment of two questions (7A and 15A) depended directly upon the respondent's answer to the preceding question. For example, "If the answer was yes to the above questions".... Where the reply was "no" to the preceding question, the conditional question was coded "no punch" and tabulated as "reject" in sorting.

"Comments" were transcribed to 8 x 5 cards to facilitate sorting and classifying the data. All comments were later listed by Units and included in Appendix "C".

In the succeeding pages, where the distribution of replies to each question is given in percentages, those percentages are based upon the total number of persons answering that particular question and not upon the total number of respondents who returned the questionnaires.

PART V

ANALYSIS OF RESULTS

Individual Units

Replies were first tabulated separately by Units in order to examine the data for significant differences in the distribution of replies between the various Units. The fact that no significant differences were discovered from a practical point of view, verifies the homogeneity of the sample. Tabulation of replies from Units two through ten is included in Tables XI and XII, Appendix D.¹

Combined Results

Once the homogeneity of the sample was established, the IBM cards for all respondents were combined, sorted, and the results recorded. General information (personal data) including age, rank and classification is presented in Tables III, IV, and V. (see p. 27).

For purposes of mobilization, the age distribution of Reserve Supply Officers in the Ninth Naval District is satisfactory.² Eighty-one percent of the Officers are thirty-nine years of age or younger, while only six and a half percent are between the ages of fifty and fifty-nine.

No criterion is available for evaluating the suitability of the distribution of Officers by rank, however, the composition of Officers by classification appears to be too heavily weighted (40%) with "Specialists". The validity of this criticism is dependent, however, upon the fields of specialization represented by the group, and the needs of the service should a future emergency occur.

¹Because of the negligible return, Unit 9-1, Detroit, was omitted from all tabulations.

²This statement applies only to members of Volunteer Supply Units.

TABLE III
DISTRIBUTION OF RESPONDENTS BY AGE GROUPS

<u>Age Group</u>	<u>Number in each group</u>	<u>Percentage of total</u>
20-29	67	33.5
30-39	95	47.5
40-49	25	12.5
50-59	13	6.5
60 and above	0	0
TOTAL	200 ¹	100.0

¹One respondent failed to answer this question.

TABLE IV
DISTRIBUTION OF RESPONDENTS BY RANK

<u>Rank</u>	<u>Number</u>	<u>Percentage of total</u>
Ensign	35	17.7
Lieutenant (j.g.)	53	26.6
Lieutenant	62	31.3
Lieutenant Commander	36	19.2
Commander	10	5.0
TOTAL	198 ¹	100.0

¹Three respondents failed to answer this question.

TABLE V
DISTRIBUTION OF RESPONDENTS BY CLASSIFICATION
(Special or General)

<u>Classification</u>	<u>Number</u>	<u>Percentage of total</u>
General	121	60.8
Special	78	39.2
TOTAL	199 ¹	100.0

¹Two respondents failed to answer this question.

Since a relatively wide range of subjects is covered by the questionnaire, it would be difficult to treat the data in summary form. Therefore, each question will first be considered separately, and any generalizations permitted by the data will be presented under Summary, Conclusions and Recommendations.

Question 1.

In your opinion, which one of the following statements best describes the degree to which the Navy utilized your abilities during World War II?

Excellent	29%
Under the existing conditions, could not be improved .	47%
Unsatisfactory some of the time	20%
Unsatisfactory most of the time	3%
Absolutely no regard for the individual	1%

If the replies are divided between the second and third alternative answers, it is possible to get a more meaningful interpretation of this question. Those answering one of the first two items are considered as "satisfied" and those checking one of the last three items are considered as "dissatisfied." On this basis, seventy-six percent (76%) are satisfied with the extent to which the Navy utilized their abilities during the War and twenty-four percent (24%) are dissatisfied.

Table VI shows a breakdown of the replies to question one according to the Classification of the respondents. Thirty-five percent (35%) of the "Special" Supply Officers replying to this question feel that their abilities were fully utilized, as compared to twenty-

five percent (25%) of the "Generals" who answered this query.

A difference of ten percent is considered significant for practical purposes, however, when the replies are considered on the basis of "Satisfied" as opposed to "Dissatisfied", this difference is largely nullified. Eighty percent (80%) of the "Specials" are satisfied, as compared to seventy-four percent (74%) of the "General" service Officers. The six percent difference is not considered significant.

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DISTRIBUTION OF REPLIES TO QUESTION NUMBER ONE BY
CLASSIFICATION OF RESPONDENTS (SPECIAL OR GENERAL)

Classification	Excellent		Under-expecting		Improvement		Present category		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Special	27	35	35	45	15	19	-	-	1	1
General	30	25	59	49	27	22	4	3	1	121
Total	57	-	94	-	42	-	4	-	2	199

Suggestion 7

If recalled to active duty, I believe that I would be qualified to perform all the duties of the rank and classification I now hold:

Immediately 201

With not more than two weeks training "on the job" . . . 29

With two to four weeks training "on the job" 24%

With four to six weeks training "on the job" 127

Only with refresher courses at Supply Corps School . . . 15

While the reply to this question is dependent upon the subjective judgement of the respondent, each Officer has served on active duty in the Navy and should have a fairly definite concept of the duties of his rank and classification. Seventy-three percent (73%) believe that they would be able to perform the duties of their rank and classification with not more than four weeks training "on the job," while only fifteen percent (15%) feel that they would require a refresher course at Supply School.

As would be expected, relatively more "Special" Officers than "General" Officers replying to this question feel that they would be able to perform their mobilization duties "immediately" or "with not more than two weeks training on the job." It will be recalled that most Officers classified as "Special" are now engaged in civilian occupations which closely parallel their probable mobilization duties. Table VII indicates that thirty-six percent (36%) of the "Specials" answered "immediately" and thirty-seven percent (37%) answered "with not more than two weeks training on the job," as compared to General service Officers whose answers total eleven percent (11%) and twenty-three percent (23%) respectively. These differences are considered to be significant for practical purposes.

TABLE VII
DISTRIBUTION OF REPLIES TO QUESTION NUMBER TWO BY
CLASSIFICATION OF RESPONDENTS (SPECIAL OR GENERAL)

Classification	Immediately		With not more than two weeks training "on the job"		With two to four weeks training "on the job"		With four to six weeks training "on the job"		With six weeks or more training "on the job"		Courses at Supply School		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Special	28	36	29	37	7	9	6	8	8	10	78	100	
General	13	11	28	23	41	34	18	15	21	17	121	100	
Total	41	—	57	—	48	—	24	—	29	—	199	—	

Question 3

I believe the Navy's primary purpose in establishing Volunteer Reserve Supply Corps Units to be:

To keep Reserve Officers prepared for mobilization . . . 24%

To keep Reserve Officers informed on general developments in the Navy 33%

So that the Navy can keep in closer contact with Reserve Supply Corps Officers 17%

To provide an opportunity for Reserve Supply Officers to maintain their association with the Navy . . 25%

Don't know 18

For practical purposes, there is no significant difference between the three most popular replies to this question. If the two most frequently selected answers are combined, we have 58% expressing the belief that the Navy's primary purpose in establishing Volunteer Supply Corps Units is, "To keep Reserve Officers informed on general developments in the Navy and to provide an opportunity for Reserve Supply Officers to maintain their association with the Navy." But this is not the most important conclusion to be drawn from these replies. The distribution of replies indicates that there is little unity of thought among the Officers covered by this survey with respect to the Navy's primary objective in the Volunteer Reserve Supply Corps Program.

Question 4

Please select one of the following statements which best expresses your personal opinion of what the primary purpose of your Unit should be:

To train member Officers for billets appropriate to their present abilities and rank 14%

To keep Reserve Officers informed on general developments on the Navy (in the Supply Corps only as it relates to the Navy) 57%

To provide a means whereby Reserve Officers can maintain contact with the Navy 29%

Have no opinion 0%

The response to this question indicates that the Supply Officers included in this study preponderantly favor (by 29%) as the primary purpose of their Units statement number three, "To keep Reserve Officers informed on general developments in the Navy (in the Supply Corps only as it relates to the Navy)." As a further check on the consistency of this opinion, the above results will be considered in conjunction with the replies to question number five.

Question 5

What are your most important reasons for attending Volunteer Reserve Meetings? Please rank the following statements in the order of their importance to you by placing a number of one through four opposite each statement:

RANK ORDER OF REPLIES

	(1)	(2)	(3)	(4)
To keep myself informed on general developments in the Navy	72	18	9	1
To help keep myself prepared for mobilization	16	32	27	25
To help prepare myself for promotion	13	24	37	26
To enjoy the fellowship of Supply Corps Officers	11	23	22	45

Here is an irrevokable expression of interest. Seventy-two percent (72%) of those responding to this question, indicate as their principal reason for attending Volunteer Reserve Meetings, "to keep informed on general developments in the Navy." Moreover, when this response is coupled with the replies to Question 4, it is apparent that

the majority of member Officers believe that the primary aim of their Unit should be to develop a program of activities which will satisfy their principal interest; namely, to keep them abreast of general developments in the Navy.

Question 6

Which of the following statements best describes your wishes regarding guest speakers at the Regular Monthly Meeting?

Want only Navy speakers 15%

Want only civilian speakers 0%

Want both Navy and Civilian speakers 24%

Want no guest speakers 0%

Question 6-A

If guest speakers are desired, do you want lectures on Supply Corps subjects?

Yes 89%

No 11%

Question 6-B

If guest speakers are desired, do you want lectures on Navy subjects other than Supply Corps?

Yes 93%

No 7%

Question 6-C

If guest speakers are desired, do you want lectures on topics of current interest other than A and B above?

Yes 77%

No 23%

A decisive majority (69%) of the responding Officers want both Navy and civilian guest speakers at their Regular Monthly Drills. Also, most of the respondents want: (89%) lectures on Supply Corps subjects; lectures on general Navy subjects other than Supply Corps subjects (93%); and lectures on current topics of interest other than the two preceding subject areas (77%). This group, then, is strongly in favor of both Navy and civilian speakers who will present a varied program of lectures.

Question 7

Do you favor a program of lectures based on Industrial College of the Armed Forces material?

Yes 77%

No 23%

Question 7-A

If yes: Would you be willing to devote time outside of the regular meeting in the preparation of such a lecture?

Yes 66%

No 34%

While seventy-seven percent (77%) of the group favor lectures on Industrial College of the Armed Forces material, only sixty-six percent (66%) would be willing to prepare such a lecture outside of regular meeting time. Industrial College of the Armed Forces material is made available to each Volunteer Supply Unit for inclusion in the Unit library. Based upon the response to these questions, Volunteers should be asked to study this material and be prepared to serve as discussion leaders on a rotational basis.

Question 8

Assuming that films are to be shown at the Regular Monthly

Meetings, rank the following types of film in the order of your preference by placing a number of one through five opposite each description:

RANK ORDER OF REPLIES

	(1)	(2)	(3)	(4)	(5)
--	-----	-----	-----	-----	-----

Films on technical aspects of Supply Corps functions . . .	35	27	9	16	13
Films of general interest on cur- rent events, such as March of Time	20	15	20	20	26
Films on various industries, such as steel, rubber, lumber, etc., as related to Navy logis- tical problems	23	28	18	15	7
Films on Navy subjects other than Supply Corps	5	17	41	24	14
Actual Navy Battle pictures . .	12	12	12	26	39

From a practical standpoint, there is no significant difference between the first two choices expressed by the group (descriptions 1 and 3). The description ranked (number 2) should be accorded that rank order in developing a program of movies. However, item four which is ranked first with the least frequency of all choices, should be given fourth place over item number five, because it was selected more frequently for positions two, three and four.

Question 2

Should meetings be divided so that part of each meeting could be devoted to small group discussions of specialized Supply Corps sub-
jects?

- Always 5%
- Usually 18%
- Half of the time 25%
- Less than half the time 35%
- Never 18%

By dividing the replies between item two and three, and combining items one and two, we have twenty-three percent (23%) who believe that, "frequently, meetings should be divided so that part of each meeting could be devoted to small group discussions of specialized Supply Corps subjects." If items three and four are combined, we have sixty percent (60%) who believe that, "sometimes meetings should be divided so that a part of the meetings could be devoted to small group discussions of Supply Corps subjects."

Question 10

Should your Unit sponsor social functions for member Officers, their wives and guests?

Never	11%
Once a year	33%
Twice a year	36%
Three times a year . . .	8%
Four times a year . . .	13%

The three percent difference in frequency of choice between items three and four is not considered as being of practical significance. But, if these items are combined, the resulting sum shows seventy percent (70%) of the group as favoring social events once or twice a year.

Question 11

In your opinion, should Volunteer Reserve Supply Officers be required to complete Correspondence Courses appropriate to their rank and classification in order to qualify for promotion?

None	35%
Only those Officers now designated as "Special" . . .	8%
Only those Officers now designated as "General" . . .	7%
All Volunteer Reserve Supply Corps Officers	52%

There is a small, but, for practical purposes, a significant majority of respondents who believe that all Volunteer Reserve Supply Corps Officers should be required to complete Correspondence Courses appropriate to their rank and classification in order to qualify for promotion. Table VIII gives the distribution of replies by classification of respondents.

TABLE VIII

DISTRIBUTION OF REPLIES TO QUESTION NUMBER
ELEVEN, BY CLASSIFICATION OF RESPONDENTS

Class- ification	None	Only those Officers now designated as "Special"		Only those Officers now designated as "General"		All Volunteer Supply Corps Officers	Total
		Num- ber	Per- cent	Num- ber	Per- cent		
Special	23	29	2	3	3	45	58
General	46	38	13	11	4	58	48
Total	69	—	15	—	12	103	106

Proportionately more "Generals" believe that Correspondence Courses should be required of "only those Officers now designated as Special;" conversely, a greater percentage of "specialists" believe that Correspondence Courses should be required of "only those Officers now designated as General." Fifty-eight percent (58%) of the "Specials" as compared to forty-eight percent (48%) of the "Generals" believe that

Correspondence Courses should be required of "all Volunteer Supply Corps Officers." This difference in thinking is directly contrary to that which would be expected. "Specials" are presumed to be qualified only for duties in the field of their specialization.

Question 12

Assuming that the Bureau did require the completion of Correspondence Courses appropriate to your rank and classification in order to qualify for promotion; How much time would you devote to study?

None	14%
Two hours per week	60%
Two to four hours per week . . .	22%
Four or more hours per week . .	4%

Thirty-five percent (35%) of the group (see Question 11) think that no Correspondence study should be required for promotion, but only fourteen percent (14%) state that they would devote no time to study if Correspondence Courses were made a requisite for promotion. The breakdown of replies according to the answers given on Question 11 is included in Table IX.

TABLE IX
DISTRIBUTION OF REPLY TO QUESTION TWELVE
BY ANSWERS GIVEN TO QUESTION ELEVEN

Answers to Question 11			Two to One hour per week		Four to Two hours per week		More than Four hours per week		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
None	19	27	42	61	7	10	1	1	59	100
Only those Officers now designated as "Special"	5	34	8	53	2	13	0	0	15	100
Only those Officers now designated as "General"	0	0	11	100	0	0	0	0	11	100
All Volunteer Reserve Supply Officers	3	3	61	59	34	33	6	6	104	100

Question 13

Would you be willing to attend one additional Volunteer Meeting per month, if the additional time were devoted exclusively to specific training for promotion?

Yes 55%

No 17%

Don't know 28%

The replies to this question indicate that it lacks objectivity.

Probably a list of specific training activities should have been included in order to convey to the respondents a more concrete picture of intended training. However, if the measure proposed herein would further the objectives of the Reserve Program, the proportion of those who would attend an additional meeting is sufficiently high as to warrant the submission of a more definite proposal to the individual Units for vote.

Question 14

It has been suggested that Officers classified as "Special" should be encouraged to complete projects in the field of their specialization on developments in industry having logistical importance to the Navy. Subject to the prior approval by the Bureau of Supplies and Accounts, do you favor allowing part credit for such projects toward promotion?

Yes 68%

No 9%

No opinion . . 23%

Officers of Volunteer Supply Units clearly favor the allowance of part credit toward promotion for projects completed by Reserve Supply Officers classified as "Special." More pertinent to the issue, however, is the answer to the question, "How many 'Special' Supply Officers favor this proposal?" Table X summarizes the replies by classification of the respondent. As a guide for decision, significantly more "Special" Supply Officers than "Generals" favor the crediting of part credit toward promotion for the completion of projects having logistical importance to the Navy.

TABLE X

DISTRIBUTION OF REPLIES TO QUESTION NUMBER
FOURTEEN, BY CLASSIFICATION OF RESPONDENTS

Classification	Yes		No		No Opinion		Total	
	Num- ber	Per- cent	Num- ber	Per- cent	Num- ber	Per- cent	Num- ber	Per- cent
Special	59	76	7	9	12	15	78	100
General	75	62	10	8	36	30	121	100
Total	136	--	17	-	46	--	199	--

Question 15

Since your release to inactive duty, have you applied for a period of Annual Two Weeks Training Duty?

Yes 26%

No 74%

Question 15-A

If the answer is yes: Was your application for Annual Two Weeks Training approved?

Yes 59%

No 27%

Pending 14%

Twenty-six percent (26%) of these Officers have applied for Two Weeks Training Duty. Assuming that ratio of approval-disapproval holds for the fourteen percent (14%) now pending, eight percent (8%) more will be approved. This gives a total of sixty-seven percent (67%), or two-thirds of the applications for Training Duty are approved. The

chief reason for disapproval of requests is the quota restrictions imposed on each Naval District (see p. 5). In the face of these restrictions, and because the current rate of applications already exceed the quota for this District, it would be ill advised to attempt to further stimulate applications without modifying the restrictions. To do so, would not only discourage those whose applications are disapproved, but the mere knowledge of this fact on the part of others would tend to discourage the filing of requests for Training Duty.

Question 16

If you desired to perform the Annual Two Weeks Training Duty, which one of the following statements best describes your situation with respect to your present job or business:

Could take time off <u>with</u> pay <u>not</u> deductible from regular vacation	26%
Could take time off <u>with</u> pay deductible from regular vacation time	31%
Could take time off <u>without</u> pay <u>not</u> deductible from regular vacation time	23%
Could take time off without pay deductible from regular vacation time	9%
Could take no time off	11%

Forty-nine percent (49%) of these Officers are favorably situated with respect to time off from their job, should they desire to perform Two Weeks Training Duty. Twenty-six percent (26%) can take Military Leave (time off with pay not chargeable to vacation time); those who can take time off without pay not deductible from vacation time (23%) would sacrifice the difference between their civilian pay and pay received from the Navy while on training duty. Forty percent (40%) (those checking statements 2 and 4) would have to sacrifice

fifteen days of their annual vacation time should they decide to perform Annual Training Duty, while only eleven percent (11%) could take no time off from their civilian jobs. This means that a maximum potential of eighty-nine percent (89%) of these Officers could be expected to perform training duty under ideal conditions.

Question 17

Provided that facilities were available when it was most convenient for you to take time off from work, would you be willing to perform two weeks Training Duty?

Yes 76%

No 10%

Don't know . . 14%

The fact that seventy-six percent (76%) of these Officers would perform two weeks training provided that it was convenient for them to take time off from work, indicates a very favorable attitude toward the Annual Training Duty Program.

Question 18

Approximately, how much of the BUSANDA Newsletter do you read?

All of it 26%

Over half of it . . 32%

About half of it . . 30%

Less than half of it 10%

None of it 0%

I do not receive it 2%

If the replies are divided between the second and third items, the result shows that fifty-eight percent (58%) read over half of the

Monthly Newsletter. Forty percent (40%) read half or less than half, while two percent (2%) do not receive it. The latter group have probably failed to keep the Bureau of Supplies and Accounts currently advised of their correct mailing address. In general, the replies to this question indicate a healthy interest in the material covered by the Newsletter. It will be recalled (see p. 21) that the material covered by this publication is principally professional information.

Question 12

Of the material appearing in the Monthly Newsletter, what types of articles or information do you prefer? Please rank the following types of information in the order of your preference by placing a number of one through four opposite each statement:

RANK ORDER OF REPLIES

	(1) %	(2) %	(3) %	(4) %
Articles of general interest on Supply activities	63	21	11	5
News of Officer Personnel	21	21	31	27
Professional notes	7	25	33	35
News of Reserve Components	9	33	23	35

Respondents indicate a clear-cut preference for articles of general interest on Supply activities. If the frequencies with which this item is selected as first and second choice are combined, eighty-four percent (84%) select articles of general interest on Supply activities as being their first or second choice of all articles appearing in the Newsletter. Item number two, "News of Officer Personnel" unequivocally ranks second in popularity while from a practical viewpoint there is no difference between items three and four. If the percentage of time that each of these items is ranked third or higher than third is combined, result is the same (65%).

Comments of Respondents

Thirty-three (33) or fifteen percent of the respondents made comments on some phase of the Volunteer Reserve Program. No attempt will be made to present typical comments, for there is no significant trend, nor is the number sufficiently great as to permit generalization. Comments have been transcribed, tabulated by originating Units, and included in Appendix D. Those of most interest will be quoted and commented upon.

1. "After being active in the Unit since its inception, I find that the only thing that has maintained the interest of the group so far has been the programs initiated by the O in C and a few (only a few) of the group who have helped arrange programs. There is slight pull of fellowship that keeps the members turning out if the program seems interesting. The only success we have had has been due solely to the initiative and efforts of a very few of the members—practically no help has been received from the Bureau or other groups in the Navy itself. All of the men are busy full time making a living and have very little time left to do any substantial Volunteer work. Under the present plan, there is no real incentive for attendance at meetings or discussion of technical supply problems. There is a vast difference between the men on active duty with pay and the Volunteer Reserves. Their interests are necessarily different because the Volunteer's first job is to make a living. All else has to be secondary under the present plan."

These remarks seem to center around three specific difficulties, namely: lack of participation by member Officers in planning and executing a program of activities for Regular Meetings; alleged lack of assistance from the Bureau and other groups in the Navy itself;

and, lack of spare time on the part of Member Officers arising from the pressure of "making a living."

Unfortunately, this comment is taken from the only return received from the Detroit Unit, and no information is available which indicates the principal interests of that Unit, or whether the Officers are willing to spend time outside of Meetings in the preparation of lectures.

However, other Units have successfully used a revolving program committee, which tends to create a unity of interest through maximum participation.

The writer cannot presume to comment fully on the Bureau's efforts to supply the program needs of Volunteer Units. But a variety of motion picture films, prepared lectures on Industrial College of the Armed Forces topics, Supply Corps School Course notes, and so forth, are made available to Volunteer Units. Perhaps this Unit has not availed itself of these materials.

The statement that Volunteer Reserves are primarily concerned with making a living and as a consequence have little time to devote to Reserve affairs, applies equally to all Units. Nevertheless, the experience of other Units proves that, if a consistently interesting program is presented, little difficulty is experienced in maintaining good attendance at Monthly Meetings.

2. "I believe that if a definite plan toward promotion were announced, interest of more Officers would be stimulated and attendance at Monthly Meetings greatly increased."

Promotion plans for Naval Reservists are now being considered by the Bureau of Naval Personnel and the Bureau of Supplies

and Accounts. Announcement of new promotion requirements should be forthcoming at an early date.

3. "The Reserve program as now organized lacks specific enough planning. There as yet appears to be no point toward which the organization as a group are heading. Vagueness never excites interest or fills a need."

From the standpoint of results, this criticism is correct. For objectives, no matter how well conceived, are sterile and abstract, until they become a part of the knowledge of each member of the group. Mooney (32, p. 10) makes this point very clear: "Coordination implies an aim or objective. But it does not follow, even where there is a true mutual interest and a degree of mutual participation, that each and every member of the organization does in fact, carry in his mind a deep understanding of the objective and how it may be attained. Among the higher officials, those who are responsible for results, this understanding should be ever present. They should know, furthermore, that the more this understanding seeps down through all the ranks and grades, until all are permeated with it, the greater will be the coordinated effort and the greater the strength of the Organization for the accomplishment of its purpose. . . ."

A review of the "Comments" made by those covered by the survey, confirms the value of this device as a means for participants to "let off steam." Considered per se, there is little justification for evaluation, however, they should be carefully reviewed as a possible source of material to be covered by anyone contemplating another survey in this area.

PART VI

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The Navy is faced with many problems in the establishment of Volunteer Supply Units and the successful prosecution of the Volunteer Reserve Supply Program.

Since no monetary incentive can be offered as an inducement for attendance at Volunteer Meetings, other methods must be sought which will stimulate and sustain the interest of Member Officers.

The professional training of Reserve Supply Officers is of paramount importance in fulfilling the purpose of the Volunteer Reserve. Some of this training can be imparted through the Regular Meetings of Volunteer Units; much of it, however, must be accomplished through Annual Two Weeks Training Duty and Correspondence Courses covering all branches of Supply functions.

A mail questionnaire was devised and distributed to 403 Reserve Officers comprising the ten Volunteer Supply Units in the Ninth Naval District for the purpose of determining from the Member Officers, possible objectives for the Volunteer Supply Units; the nature of the interests of Members in the Reserve Supply Program; the situation of Reservists with respect to securing time off from work for performance of Training Duty; opinions regarding Correspondence Courses as a requirement for promotion, and other factors relevant to the training of Volunteer Supply Officers.

Fifty percent (50%) or 202 Officers returned the question-

naire. The findings of this survey support the conclusions listed below.

Conclusions

1. There is little unity of understanding among members of Volunteer Supply Units in the Ninth Naval District as to the Navy's purpose in establishing such Units.
2. Most Reserve Supply Officers covered by this survey believe that Volunteer Units should have as their primary purpose, "to keep Reserve Supply Officers informed on general developments in the Navy." Moreover, the chief reason given by these Officers for attending Volunteer Meetings, is to attain the foregoing objective.
3. Members of Volunteer Supply Units in the Ninth Naval District prefer a program for Regular Meetings which encompasses the following types of activity:
 - (a) A varied program of lectures delivered by both Navy and civilian speakers on: Supply Corps topics; general Navy subjects other than Supply Corps; and general topics of current interest other than Navy subjects.
 - (b) Motion pictures in the following order of preference: films on technical aspects of Supply Corps functions; films on various industries, such as steel, rubber, lumber, etc. as related to Navy logistical problems; films on Navy subjects other than Supply Corps; and finally, actual Navy battle pictures.
 - (c) Lectures delivered by member Officers based on Industrial College of the Armed Forces Material. Most Officers are willing to devote time outside of the Regular Meeting in the preparation of such lectures.
4. A majority of the Officers polled believe that their Unit should sponsor social functions once or twice a year.

5. While only slightly over half of the respondents believe that Volunteer Supply Officers should be required to complete appropriate Correspondence Courses for promotion, over three-fifths of them would devote the necessary time to study for the fulfillment of such a requirement.

6. Officers covered by this survey believe that "Special" Officers should be allowed part credit toward promotion for projects completed in the field of their specialization, which have logistical importance to the Navy.

7. About half the members of Supply Units in the Ninth Naval District are favorably situated with respect to getting time off from their job for Training Duty, but over three-fourths of all the respondents would be willing to perform Training Duty, providing facilities were available when it was most convenient for them to take time off from their work.

Recommendations

1. The results of this study indicate that there is a lack of understanding among Volunteer Supply Officers as to the primary purpose of Volunteer Supply Units. This situation persists in spite of diverse efforts by the Bureau to convey such information to all Member Officers. Perhaps an article in the Monthly Newsletter, outlining the general purpose of the Reserve Program, followed by a letter to the Officers-in-Charge of all Units could help to bring about a common understanding on this point. The letter would provide the basis for group discussion in the respective Units to clarify and re-emphasize key points.

2. At the present time, an excellent program of activities for Reserve Units is being developed by the Bureau of Supplies and Accounts, but Member Officers should have an integrated picture of these activities as related to program objectives. One way to accomplish this would be to prepare and publish to the service, a selection of Activity Schedules, covering twelve Monthly Meetings. Schedules should be sufficiently flexible as to permit necessary or desirable changes at the Unit level. Materials and assistance for implementing these activities could be made available to the Units through the cognizant Naval District.

PART VII

SUGGESTIONS FOR FUTURE RESEARCH

The Questionnaire is a valuable device for communicating upwards to planning groups in the Bureau of Supplies and Accounts, information on the attitudes of Volunteer Reserve Officers. Of course, it is recognized that this is only one of the tools available which help satisfy the need for group participation in working out the solution of common problems.

Another excellent measure for accomplishing this end, and one for which there is no satisfactory substitute, is group discussion wherein each individual is encouraged to contribute toward the solution of group problems. In this process, individual interests are merged with group interests, and each participant comes to appreciate the problem of his superiors. These conditions tend to promote the spontaneous co-operation which is necessary for effective group effort.

For this reason, it is suggested that the Bureau continue the present system of personal visits by members of the planning group to all Volunteer Supply Units. To make these visits even more valuable, it is suggested that the Bureau conduct an annual questionnaire survey of all Units. The findings of the study could then be interpreted to each Unit by a Representative of the Bureau. In this manner, each member is furnished with immediate, positive proof that the Bureau intends for Reservists to participate in the solution of problems and discussion of activities which may affect them.

If visits to individual Units are impracticable, perhaps the results could be discussed at a District Conference of Officers-in-Charge of Volunteer Supply Units. These Officers could, in turn, interpret the findings to their respective Units.

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APPENDIX A
GENERAL INFORMATION

(1) Composition of the Naval Reserve (34, p. 380)

The Naval Reserve as established by the Naval Reserve Act of 1938 is a component part of the United States Navy and consists of:

- The Fleet Reserve
- The Organized Reserve
- The Volunteer Reserve
- The Merchant Marine Reserve

(2) The Purpose of the Volunteer Reserve (34, p. 381)

The purpose of the Volunteer Reserve is to provide a force of qualified Officers and men in numbers which added to the Officers and men in other branches of the Reserve will be adequate to fulfill the purpose of the Naval Reserve.

(3) Composition of the Volunteer Reserve (34, p. 381)

The Volunteer Reserve shall be composed of those members of the Naval Reserve not assigned to the Fleet Reserve, the Organized Reserve, or the Merchant Marine Reserve, who are qualified or partially qualified for prescribed mobilization duties... .

(4) Limits of the Ninth Naval District (34, p. 485)

The Ninth Naval District comprises the following thirteen States:

- | | | |
|-------------|--------------|------------------|
| 1. Illinois | 6. Michigan | 11. Wisconsin |
| 2. Indiana | 7. Minnesota | 12. North Dakota |
| 3. Iowa | 8. Missouri | 13. South Dakota |
| 4. Kansas | 9. Nebraska | |
| 5. Kentucky | 10. Ohio | |

APPENDIX B

HEADQUARTERS
NINTH NAVAL DISTRICT
GREAT LAKES, ILLINOIS

ND9/QM13/(MS:Imp)
Serial 43-1797-49

2 July 1948

MEMORANDUM:

From: Reserve Supply Corps Program Officer,
NINTH Naval District.

To: All Officers of Volunteer Reserve
Supply Corps Units, NINTH Naval
District.

Subj: Questionnaire to be completed by all
members of Volunteer Reserve Supply
Corps Units, NINTH Naval District.

1. The Bureau of Supplies and Accounts and the Bureau of Naval Personnel are considering various plans for promotion of Reserve Supply Corps Officers for Volunteer Supply Corps Unit Programs, and other purposes. The attached Questionnaire gives you an opportunity of expressing to the Bureau of Supplies and Accounts your views on factors related to promotion and other matters important to you and your Unit. The Questionnaire requires no writing. You need only enter a check or a number in the space provided.
2. At the request of the Bureau of Supplies and Accounts, LT Frank McKay, SC, USN, who is presently on duty under instruction at Northwestern University, is undertaking this survey of Volunteer Reserve Supply Corps Officers in the NINTH Naval District. The data from each Questionnaire must be transferred to an IBM card, the results tabulated, analyzed and a report submitted by 1 August 1948.
3. It is appreciated that this is a short time in which to complete this project. Returns received after 15 July 1948 cannot be considered in this study. Your cooperation in completing this questionnaire will be of inestimable value. Please complete and return the attached Questionnaire WITHIN FIVE DAYS AFTER ITS RECEIPT. A self-addressed envelope is enclosed for easy return.

/s/ M. SCHMITZNER,
M. SCHMITZNER,
Commander, SC, U.S.N.R.

NOTE: This Questionnaire is strictly anonymous and code numbers appearing in each question in no way identify the respondent. Such numbers are necessary for easy transfer of the data to IBM cards, which will be used in tabulating the returns. Where a choice is provided in answering a question:
Please check only one answer unless otherwise instructed in the question.

PLEASE READ AND ANSWER ALL QUESTIONS CAREFULLY

PART I GENERAL INFORMATION

AGE:(1) _____ RANK(CHECK ONE)(2)ENS _____ LTJG _____ LT _____ LCDR _____ CDR _____ CAPT _____

CLASSIFICATION:(CHECK ONE) SPECIAL (3)1 _____ GENERAL(3)2 _____

UNIT NUMBER?(4) _____ How long a member of this Unit?(5) _____
 (Number of months)

How many meetings have you attended as a member of this Unit (6) _____

Number of years of active service?(CHECK NEAREST YEAR)(7)1 _____ 2 _____ 3 _____ 4 _____ 5 _____
 Over 5 _____

PART II YOU AND THE NAVY

1. In your opinion, which one of the following statements best describes the degree to which the Navy utilized your abilities during World War II?(CHECK ONLY ONE)

- Excellent----- (8)1 _____
- Under the existing conditions, could not be improved----- (8)2 _____
- Unsatisfactory some of the time----- (8)3 _____
- Unsatisfactory most of the time----- (8)4 _____
- Absolutely no regard for the individual----- (8)5 _____

2. If recalled to active duty, I believe that I would be qualified to perform all the duties of the rank and classification I now hold: (CHECK ONLY ONE)

- Immediately----- (9)1 _____
- With not more than two weeks training "on the job"----- (9)2 _____
- With two to four weeks training "on the job"----- (9)3 _____
- With four to six weeks training "on the job"----- (9)4 _____
- Only with refresher course at Supply Corps School----- (9)5 _____

3. I believe the Navy's primary purpose in establishing Volunteer Reserve Supply Corps Units to be: (ANSWER ONLY ONE)

- To keep Reserve Officers prepared for mobilization----- (10)1 _____
- To keep Reserve Officers informed on general developments in the Navy----- (10)2 _____
- So that the Navy can keep in closer contact with Reserve Supply Corps Officers----- (10)3 _____
- To provide an opportunity for Reserve Supply Corps Officers to maintain their association with the Navy----- (10)4 _____
- Don't Know----- (10)5 _____

PART III YOUR THINKING ON YOUR UNIT

4. Please select one of the following statements which best expresses your personal opinion of what the primary purpose of your Unit should be:(CHECK ONLY ONE)

- To train the member Officers for billets appropriate to their present abilities and rank----- (11)1 _____
- To keep Reserve Officers informed on general developments in the Navy (in the Supply Corps only as it relates to the Navy)----- (11)2 _____
- To provide a means whereby Reserve Officers can maintain contact with the Navy----- (11)3 _____
- Have no opinion----- (11)4 _____

What are your most important reasons for attending Volunteer Reserve Meetings? Please rank the following statements in the order of their importance to you by placing a number of one through four opposite each statement:

- To keep myself informed on general developments in the Navy(12)1-4 _____
- To help keep myself prepared for mobilization----- (13)1-4 _____
- To help prepare myself for promotion----- (14)1-4 _____
- To enjoy the fellowship of Supply Corps Officers----- (15)1-4 _____

NOTE: This Questionnaire is strictly anonymous and code numbers appearing in each question in no way identify the respondent. Such numbers are necessary for easy transfer of the data to IBM cards, which will be used in tabulating the returns. Where a choice is provided in answering a question:
Please check only one answer unless otherwise instructed in the question.

PLEASE READ AND ANSWER ALL QUESTIONS CAREFULLY

PART I GENERAL INFORMATION

AGE:(1) _____ RANK(CHECK ONE)(2)ENS _____ LTJG _____ LT _____ LCDR _____ CDR _____ CAPT _____

CLASSIFICATION:(CHECK ONE) SPECIAL (3)1 _____ GENERAL(3)2 _____

UNIT NUMBER?(4) _____ How long a member of this Unit?(5) _____
 (Number of months)

How many meetings have you attended as a member of this Unit (6) _____

Number of years of active service?(CHECK NEAREST YEAR)(7)1 _____ 2 _____ 3 _____ 4 _____ 5 _____
 Over 5 _____

PART II YOU AND THE NAVY

1. In your opinion, which one of the following statements best describes the degree to which the Navy utilized your abilities during World War III?(CHECK ONLY ONE)

- Excellent----- (8)1 _____
- Under the existing conditions, could not be improved----- (8)2 _____
- Unsatisfactory some of the time----- (8)3 _____
- Unsatisfactory most of the time----- (8)4 _____
- Absolutely no regard for the individual----- (8)5 _____

2. If recalled to active duty, I believe that I would be qualified to perform all the duties of the rank and classification I now hold: (CHECK ONLY ONE)

- Immediately----- (9)1 _____
- With not more than two weeks training "on the job"----- (9)2 _____
- With two to four weeks training "on the job"----- (9)3 _____
- With four to six weeks training "on the job"----- (9)4 _____
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- To keep Reserve Officers prepared for mobilization----- (10)1 _____
- To keep Reserve Officers informed on general developments in the Navy----- (10)2 _____
- So that the Navy can keep in closer contact with Reserve Supply Corps Officers----- (10)3 _____
- To provide an opportunity for Reserve Supply Corps Officers to maintain their association with the Navy----- (10)4 _____
- Don't Know----- (10)5 _____

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4. Please select one of the following statements which best expresses your personal opinion of what the primary purpose of your Unit should be:(CHECK ONLY ONE)

- To train the member Officers for billets appropriate to their present abilities and rank----- (11)1 _____
- To keep Reserve Officers informed on general developments in the Navy (in the Supply Corps only as it relates to the Navy)----- (11)2 _____
- To provide a means whereby Reserve Officers can maintain contact with the Navy----- (11)3 _____
- Have no opinion----- (11)4 _____

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- To keep myself informed on general developments in the Navy(12)1-4 _____
- To help keep myself prepared for mobilization----- (13)1-4 _____
- To help prepare myself for promotion----- (14)1-4 _____
- To enjoy the fellowship of Supply Corps Officers----- (15)1-4 _____

6. Which of the following statements best describes your wishes regarding guest speakers at the regular Monthly Meeting? (PLEASE CHECK ONLY ONE)

Want only Navy speakers-----	(16)1
Want only Civilian speakers-----	(16)2
Want both Navy and Civilian speakers-----	(16)3
Want no guest speakers-----	(16)4

- A. If guest speakers are desired, do you want lectures on Supply Corps Subjects

YES(17)1 NO(17)2

- B. If guest speakers are desired, do you want lectures on General Navy subjects other than Supply Corps?

YES(18)1 NO(18)2

- C. If guest speakers are desired, do you want lectures on current topics of interest other than A and B above?

YES(19)1 NO(19)2

7. Do you favor lectures by member Officers based on Industrial College of the Armed Forces material?

YES(20)1 NO(20)2

- A. If yes: Would you be willing to devote time outside of the Regular Meeting in the preparation of such a lecture?

YES(21)1 NO(21)2

8. Assuming that films are to be shown at the Regular Monthly Meeting, rank the following types of film in the order of your preference by placing a number of one through five opposite each description:

Films on technical aspects of Supply functions-----	(22)1-5
Films of general interest on current events, such as March of Time-----	(23)1-5
Films on various industries, such as steel, rubber, lumber, etc., as related to Navy logistical problems	(24)1-5
Films on Navy subjects other than Supply Corps-----	(25)1-5
Actual Navy Battle pictures-----	(26)1-5

9. Should meetings be divided so that part of each meeting could be devoted to small group discussions of specialized Supply subjects? (PLEASE CHECK ONLY ONE)

Always-----	(27)1
Usually-----	(27)2
Half of the time-----	(27)3
Less than half of the time-----	(27)4
Never-----	(27)5

10. Should your Unit sponsor social functions for member Officers, their wives and guests? (PLEASE CHECK ONLY ONE)

Never-----	(28)1
Once a year-----	(28)2
Twice a year-----	(28)3
Three times a year-----	(28)4
Four times a year-----	(28)5

PART IV YOUR TRAINING FOR PROMOTION

11. In your opinion, should Volunteer Reserve Supply Corps Officers be required to complete Correspondence Courses appropriate to their rank and classification in order to qualify for promotion? (PLEASE CHECK ONLY ONE)

None-----	(29)1
Only those Officers now designated as "Special"-----	(29)2
Only those Officers now designated as "General"-----	(29)3
All Volunteer Reserve Supply Corps Officers-----	(29)4

APPENDIX B

12. Assuming that the Bureau did require the completion of Correspondence Courses appropriate to your rank and classification in order to qualify for promotion; How much time would you devote to study? (PLEASE CHECK ONLY ONE)

None -----	(30)1 -----
One to two hours per week -----	(30)2 -----
Two to Four hours per week -----	(30)3 -----
Four or more hours per week -----	(30)4 -----

13. Would you be willing to attend one additional Volunteer Meeting per month, if the additional time were devoted exclusively to specific training for promotion?

YES(31)1 NO(31)2 DON'T KNOW(31)3

14. It has been suggested that Officers classified as "Special" should be encouraged to complete projects in the field of their specialization on developments in industry having logistical importance to the Navy. Subject to the prior approval by the Bureau of Supplies and Accounts, do you favor allowing part credit for such projects toward promotion?

YES(32)1 NO(32)2 NO OPINION(32)3

15. Since your release to inactive duty, have you applied for a period of Annual Two Weeks Training Duty?

YES(33)1 NO(33)2

- A. If the answer is yes: Was your application for Annual Two Weeks Training Duty approved?

YES(34)1 NO(34)2 PENDING(34)3

16. If you desired to perform the Annual Two Weeks Training Duty, which one of the following statements best describes your situation with respect to your present job or business?

Could take time off <u>with</u> pay <u>not</u> deductible from regular vacation time -----	(35)1 -----
Could take time off <u>with</u> pay deductible from regular vacation time -----	(35)2 -----
Could take time off <u>without</u> pay <u>not</u> deductible from regular vacation time -----	(35)3 -----
Could take time off <u>without</u> pay deductible from regular vacation time -----	(35)4 -----
Could take no time off -----	(35)5 -----

17. Provided that facilities were available when it was most convenient for you to take time off from work, would you be willing to perform Two Weeks Training Duty?

YES(36)1 NO(36)2 DON'T KNOW(36)3

18. Approximately, how much of the BUSANDA Monthly Newsletter do you read?

All of it -----	(37)1 -----
Over half of it -----	(37)2 -----
About half of it -----	(37)3 -----
Less than half of it -----	(37)4 -----
None of it -----	(37)5 -----
I do not receive it -----	(37)6 -----

19. Of the material appearing in the Monthly Newsletter, what types of articles or information do you prefer? Please rank the following types of information in the order of your preference by placing a number of one through four opposite each statement:

Articles of general interest on Supply activities -----	(38)1-4 -----
News of Officer personnel -----	(39)1-4 -----
News of Reserve Components -----	(40)1-4 -----
Professional Notes -----	(41)1-4 -----

PLEASE DO NOT SIGN THIS QUESTIONNAIRE

COMMENTS--Please add your suggestions regarding any phase of the Volunteer Reserve Program. Use the back of this sheet, if necessary.

APPENDIX C

COMMENTS OF RESPONDENTS

I. UNIT 9-1, DETROIT, MICHIGAN

1. After being active in the Unit since it's inception, I find that the only thing that has maintained the interest of the group so far has been the programs initiated by the O in C and a few (only a few) of the group who have helped arrange programs. There is a slight pull of fellowship that keeps the members turning out if the program seems interesting.

The only success we have had has been due solely to the initiative and efforts of a very few of the members - practically no help has been received from the Bureau or other groups in the Navy itself.

All of the men are busy full time making a living and have very little time left to do any substantial Volunteer work.

Under the present plan, there is no real incentive for attendance at meetings or discussion of technical supply problems. Apparently the only reason they do meet is to enjoy the program and the friendship of each other as in any club.

There is a vast difference between the men on active duty-with-pay and the Volunteer Reserves. Their interests are necessarily different because the Volunteers first job is to make a living. All else has to be secondary under the present plan.

APPENDIX C

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II. UNIT 9-2, TOLEDO, OHIO

1. I think the Supply Corps is doing an excellent job. Parts could be improved but at this point, I'm too inexperienced in the program to offer specific suggestions.

2. If recalled to active duty, I believe that I would be qualified to perform all the duties of the rank and classification I now hold with two to four weeks training on the job as well as a Regular Navy Officer who had not been assigned to the duty during the previous two years. The primary reason for Junior Officers becoming attached to Volunteer Units is the desire for promotion. If promotion requirements become too time consuming these men will carry out their often expressed opinion that the best action is to resign and take their chances on getting a commission at the next mobilization more in keeping with their experience at that time. Promotions of Reserves must be based on a man's advance in his civilian business—particularly in the Supply Corps—with certain requirements of maintenance of interest by attending drills of the Organized Reserve, Volunteer Units, or Correspondence Courses for those who cannot attend drills.

Too much emphasis should not be placed on the Two Weeks Training Duty as a requirement for promotion until the Navy is in a financial position to train all applicants. Even now the performance is not too good. It is understood that the Supply Billets currently available will permit training each of the Supply Officers in the Ninth Naval District only once each ten years. Further, ample notice should be given applicants for training duty of their acceptance be-

cause few men are in a position to leave their business on the spur of the moment.

III. UNIT 9-3, CLEVELAND, OHIO

1. No comment except that more preference should be granted Volunteer Reserve Officers of Supply Corps for sea duty training.

2. One of my prime reasons for interest in the active Reserve, is to keep in touch with United States Navy and world affairs. To date, I have learned nothing about our stance or position relative to Russia, etc. Are we in danger of having another War? Tell me. Just what is the score?

IV. UNIT 9-4, ANN ARBOR, MICH

1. Believe that more use could be made of the manpower available by setting up projects for Units. These projects could be some phase of planning or studies that could be useful to the Navy Organization. Such work projects would serve a twofold purpose of maintaining the active interest of Reserve Officers and accomplish some work for the Naval Districts or BuSanda that might otherwise not be possible.

V. UNIT 9-5, MILWAUKEE, WISCONSIN

1. The Reserve program as now organized lacks specific enough planning. There as yet appears to be no point toward which the organization as a group is heading. Vagueness never excites interest or fills a need.

VI. UNIT 9-6, KANSAS CITY, MISSOURI

1. Individual Volunteer Corps Units are made up of greatly varying persons and of varying interests. Hence each unit will have special and unique problems regarding its meeting program. It is my belief that Supply Corps Officers above the rank of Lieutenant should

be required to qualify for general duty. There are not enough specialist billets for ranks above.

2. I believe that if a definite plan towards promotion were announced, interest of more Officers would be stimulated and attendance of monthly meetings greatly increased.

3. At our last meeting, a March of Time film made in '43 or '44 was shown. It was completely outmoded, old stuff to persons who served in the War, and ought to be thrown away, as should all other ancient films now outmoded. Get up to date.

4. Ranking Officers on active duty should be placed on a speaking circuit, visiting the various units.

VII. UNIT 9-9, INDIANAPOLIS, INDIANA

1. Try for an appropriation to pay the Volunteers for attendance.

2. Suggest the Navy make it a "live" program rather than present dull sessions.

3. Why not access to C&G.S. and Naval Clothing Factory for Volunteer Supply Officer members. Looks as if the Navy could at least spare us that privilege.

4. Would desire more lectures, training or instruction by qualified persons on the subject of Industrial Mobilization. Since the writers civilian vocation of Procurement Inspector for various Government agencies, parallels this function in the Supply Corps, it is felt that a greater benefit to both the Navy and myself will be accomplished by this instruction. It is also the opinion of the writer that Industrial Mobilization is of the greatest importance to the safety and protection of the United States and part of the Reserve

Supply Divisions should be put on the same active status as line units for training on this subject.

VIII. UNIT 9-10, ST. LOUIS, MISSOURI

1. A meeting place more easily accessible than the one presently in use by the Navy here in St. Louis. Location is not good and condition of the building is not what it should be to keep the reputation of the cleanliness of the Navy as high as the general public believe.

2. Things desired of Volunteer Supply Corps Group:

- (a) Meetings regular once per month
- (b) Meetings start promptly and have a maximum time limitation.
- (c) No civilian speakers if there can possibly be located Naval Personnel capable of putting the subject in Navy language with Navy background and experience.

3. There should be some definite goal or aim for Volunteer Units.

4. Subjects for pictures and talks confined strictly to Navy subjects.

5. Any social activities kept to an absolute minimum with no reflection on anyone who doesn't care to take part therein.

6. Programs laid out with a pattern and purpose by the Bureau of Supplies and Accounts and attendance at a minimum number of sessions within a certain over all length of time, one requisite for promotion.

7. Keep away from discussion meetings. Men are not qualified enough. Little, if anything, is learned from the time spent and morale is depleted.

VII. UNIT 9-7, CHICAGO, ILLINOIS

1. Would like meetings best that feature movies on Industrial Supplies of the Navy, general movies on the Navy and the Supply Corps, such as operation of DuSanda, use of IBM cards in the Navy, how Army-Navy purchasing is being consolidated, and related films. If movies are not available on these subjects then would like to have lectures illustrated by slides, picture exhibits. Prefer lectures themselves that are factual, based on research, free of opinion and speculation. Believe that Industrial College material would earn higher readership if it were consolidated in capsule form and screened into fewer volumes pre-catalogued into precise subject categories.

2. Wish to state my opinion that Lt. Cdr. Baldwin has done a fine job of skippering 9-7; all meetings I have attended have been interesting.

3. I believe that the Supply Corps program is O.K. if followed through. Although I am a Specialist would like to become General, although I am better fitted for my present duty.

4. I feel the meetings of USCO 9-7 have been of too general a nature to benefit either the SC or the individual Officers. Speeches have been uniformly good and interesting but each meeting could have been supplemented by some definite training or instruction on Supply activities to keep Officers up to date. If the Reserve program is to be a "stand-by" to augment the regulars in case of emergency, its members must be prepared to step in quickly and efficiently without much time or training. We must have speeches by good men on interesting subjects to keep the interest up but a moderate amount of specific instruction, prepared and presented by individual Officers of the Unit,

could easily be worked in.

5. I am aware that the initiation of all Naval Policies must come from the Regular Naval Officers in and around the Secretary of the Navy's Office; but we know that when war breaks out about 75% of the Naval complement will be Reserves. Therefore, an attempt should be made to reconcile the problems that confront the Reserves and the Regular Navy alike in living and working together. Give these Naval Reserve Officer units a chance to work in committee and draft suggestions. Most of the Reserve Officers have spent a valuable portion of their lives in fighting a gigantic war and are well aware of the problems of the Naval Fighting Man. Also, we are civilians and may possibly assist the Navy in promoting legislation and policies on a national political level. I believe the Navy should make an attempt to find out exactly how its Reserve Officer Personnel thinks on Naval Policies and international problems.

6. It is my opinion that Specialist Officers, especially the younger ones, should be encouraged to become "General". This would give each a better understanding of the overall job of the Supply Corps.

7. I feel that the Busanda and BuPers are to be complimented on their splendid efforts in developing an active interest in the Reserve Organization. Both time and effort and a considerable amount of both supported by the necessary funds will be required to develop a continuing program that will hold the interest of the Reserve Officers. Recognition should be given to the fact that the interest of the older and the younger men in the Reserve Corps may vary. I'm an older member and cannot give too much time due to business travel, but I am anxious to have well planned lectures such as these already offered in Unit 9-7.

Business offers training courses that are built on fast moving, easy to understand illustrated programs. I feel that such a training program skilfully prepared could be offered to the Volunteer Units and would be favorably received. These courses could cover the various phases of the Supply Organization.

8. Since a Reserve Supply Corps Officer in an executive or managerial position in civilian life is obtaining experience and training equal to and similar to that of a brother Officer on active duty, I believe that there should be no discrimination in promotion for such Officers. Providing, of course, that the Reservist keeps abreast of major developments in Navy and Supply Corps through regular attendance at Volunteer Drills, study of the Newsletter and other Naval Publications, and takes two weeks annual course.

9. At this time the reserve program lacks leadership in Washington. Hence, most of the Officer Supply Units are floundering around. There is no incentive at present for men to attend meetings, and I believe Congress should authorize some payment for attendance. It need not be the pay of the grade for I feel that in my present rank, such pay would be too great for just attendance. In fact, if the government even paid for meals for those attending or provided meals at armories, etc. it might improve attendance.

10. This looks like a step in right direction. Keep up good work. Questionnaire is well constructed, but in your analysis suggest you examine carefully 6(a) (b) (c) for bias. Questions are somewhat leading. Pre-Code is good. I don't think it was too long, but rather would have liked seeing #15 explained further. Elements might have dealt with types of training desired. I think we as participants should

have a say in what it is for that we may give up time from our family. Good luck.

APPENDIX D

TABLE XI

DISTRIBUTION OF REPLIES TO QUESTIONNAIRE
BY INDIVIDUAL UNIT

TABLE XI

DISTRIBUTION OF REPLY TO THE FOLLOWING
BY INDIVIDUAL UNIT

UNIT NUMBERS

	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
1. In your opinion, which of the following statements best describes the degree to which the Navy utilized your abilities during World War II?										
Excellent	5	4	2	6	5	22	7	5	2	58
Under the existing conditions, could not be improved	7	7	2	6	4	40	13	8	7	94
Unsatisfactory some of the time	4	1	1	1	3	19	4	4	3	41
Unsatisfactory most of the time	0	0	0	0	1	2	0	1	1	5
Absolutely no regard for the individual	0	0	0	1	0	1	0	0	0	2
2. If recalled to active duty, I believe that I would be qualified to perform all the duties of the rank and classification I now hold:										
Immediately	0	1	0	2	2	24	4	3	3	40
With not more than two weeks training "on the job"	5	6	2	7	4	22	5	6	2	59
With two to four weeks training "on the job"	7	3	3	1	4	18	3	6	2	47
With four to six weeks training "on the job"	1	2	0	2	1	11	2	1	4	24
Only with refresher course at Supply Corps School	3	0	0	2	1	9	10	2	2	29

TABLE XI, cont'd.

	UNIT MEMBER									
	7-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
3. I believe the Navy's primary purpose in establishing Volunteer Reserve Supply Corps units to be:										
To keep Reserve Officers prepared for mobilization	5	3	0	5	2	22	4	2	5	48
To keep Reserve Officers informed on general developments in the Navy	5	4	2	5	3	29	7	9	3	67
So that the Navy can keep in closer contact with Reserve Officers	3	1	1	1	4	14	3	4	3	34
To provide an opportunity for Reserve Supply Corps Officers to maintain their contact with the Navy	3	4	2	3	4	20	10	3	2	51
Don't Know	0	0	0	0	0	0	0	0	0	0
4. Please select one of the following statements which best expresses your personal opinion of what the primary purpose of your Unit should be:										
To train member Officers for billets appropriate to their present abilities and rank .	3	2	0	2	1	19	2	21	3	28
To keep Reserve Officers informed on general developments in the Navy (in the Supply Corps only as it relates to the Navy)	11	7	3	10	7	45	15	9	7	114
To provide a means whereby Reserve Officers can maintain contact with the Navy	2	3	2	2	5	27	7	6	3	53
Have no opinion	0	0	0	0	0	0	0	0	0	0

TABLE XI, CONTD.

	UNIT NUMBERS									
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
Want only Navy Speakers	1	0	2	2	5	9	5	4	2	30
Want only civilian speakers	0	0	0	0	0	0	0	0	0	0
Want both Navy and civilian speakers	15	12	3	12	8	76	19	14	11	171
Want no guest speakers	0	0	0	0	0	0	0	0	0	0
A. If guest speakers are desired, do you want lectures on Supply Corps subjects?										
Yes	12	7	5	11	11	70	24	14	12	167
No	1	5	0	2	1	11	0	0	0	21
B. If guest speakers are desired, do you want lectures on general Navy subjects other than Supply Corps?										
Yes	14	10	4	13	10	74	20	16	11	173
No	0	1	1	1	1	5	3	0	1	13
C. If guest speakers are desired, do you want lectures on current topics of interest other than A and B above?										
Yes	7	10	4	8	6	55	14	13	10	140
No	5	1	1	6	3	14	0	2	1	41

For Question 5, see Table XIII, p. 81.

6. Which of the following statements best describes your wishes regarding guest speakers at regular Monthly Meetings?

TABLE XI, CONT'D

	UNIT MEETINGS									
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
7. Do you favor lectures by member officers based on Industrial College of the Armed Forces material?										
Yes	10	9	2	10	7	47	16	9	9	119
No	6	2	3	4	6	36	8	8	3	77
A. If yes: Would you be willing to devote time outside of the regular meeting in the preparation of such a lecture?										
Yes	9	7	2	9	4	34	15	7	9	96
No	2	3	1	1	4	29	4	3	2	49
For Question 8, see Table XII, p. 82.										
9. Should meetings be divided so that part of each meeting could be devoted to small group discussions of specialized Supply Corps subjects?										
Always	2	1	0	1	1	2	1	2	1	9
Usually	3	2	1	2	0	15	4	5	6	36
Half the time	3	2	2	5	5	20	4	7	2	50
Less than half the time	5	3	1	2	5	31	12	6	2	63
Never	3	4	1	4	2	17	3	0	2	36

TEST XI, CONT'D.

	UNIT NUMBERS					9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
10. Should your Unit sponsor social functions for member Officers, their wives and guests?															
Never	1	2	0	1	1	12	0	2	2	2	21				
Once a year	1	3	4	7	4	33	10	3	2	67					
Twice a year	8	5	1	4	6	29	7	8	3	72					
Three times a year	2	0	0	1	0	5	2	3	2	15					
Four times a year	4	2	0	1	2	6	5	2	4	26					
11. In your opinion, should Volunteer Reserve Supply Corps Officers be required to complete Correspondence Courses to their rank and classification in order to qualify for promotion?															
None	7	7	3	6	6	23	6	5	1	70					
Only those Officers now designated as "Special"	2	1	0	0	1	5	1	3	2	15					
Only those Officers now designated as "General"	2	0	0	0	0	6	2	1	0	11					
All Volunteer Reserve Supply Corps Officers .	5	4	2	3	6	46	15	9	10	105					

TABLE XI, CONT'D.

	UNIT NUMBERS						9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
12. Assuming that the Bureau did require the completion of Correspondence Courses appropriate to your rank and classification in order to qualify for promotion: How much time would you devote to study?																
None	3	2	1	3	1	9	0	3	1	27						
One to Two hours per week	7	8	3	10	7	55	3	9	6	121						
Two to four hours per week	6	0	0	1	4	19	16	4	5	44						
Four or more hours per week	0	2	0	0	0	0	5	0	0	7						
13. Would you be willing to attend one additional volunteer meeting per month, if the additional time were devoted exclusively to specific training for promotion?																
Yes	11	8	1	7	7	39	15	12	9	109						
No	1	3	1	4	1	17	3	1	2	34						
Don't know	4	1	2	3	4	29	6	5	2	56						
14. It has been suggested that Officers classified as "Special" should be encouraged to complete projects in the field of their specialization on developments in industry having logistical importance to the Navy. Subject to the prior approval by the Bureau of Supplies and Accounts, do you favor allowing part credit for such projects toward promotion?																

TABLE XI, CO. I.D.

	UNIT NUMBER				TOTAL					
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	
Yes	11	9	2	11	9	56	16	13	8	136
No	1	2	0	1	0	9	3	1	0	17
No opinion	4	1	2	2	3	20	5	4	5	46

15. Since your release to inactive duty,
have you applied for a period of Annual
Two Weeks Training Duty?

	UNIT NUMBER				TOTAL								
	Yes	No	Pending	Other	Yes	No	Pending	Other	Yes	No	Pending	Other	
Yes	4	3	1	3	5	25	6	4	0	51			
No	11	9	3	11	7	56	18	13	13	142			

A. If the answer is Yes: Was your
application for Annual Two Weeks Training
Duty approved?

	UNIT NUMBER				TOTAL								
	Yes	No	Pending	Other	Yes	No	Pending	Other	Yes	No	Pending	Other	
Yes	2	1	0	2	2	16	5	3	0	30			
No	1	3	1	1	1	2	5	0	1	0	14		
Pending	2	0	0	0	1	3	1	0	0	7			

	INPUT NUMBERS									
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
16. If you desired to perform the Annual Two Weeks Training Duty, which one of the following statements best describes your situation with respect to your present job or business?										
Could take time off with pay not deductible from regular vacation time	6	5	1	4	5	14	6	7	4	50
Could take time off wth pay deductible from regular vacation time	5	3	1	3	3	32	8	3	3	59
Could take time off without pay not deductible from regular vacation time	1	2	1	5	2	22	7	3	1	44
Could take time off without pay deductible from regular vacation time	1	1	0	0	2	5	3	2	2	13
Could take no time off	2	1	2	0	0	10	1	2	3	21
17. Provided that facilities were available what it was most convenient for you to take time off from work, would you be willing to perform Two Weeks Training Duty?										
Yes	12	10	3	11	11	61	22	11	7	245
No	4	2	0	2	0	7	1	2	1	19
Don't know	0	0	1	1	1	13	0	5	5	27

TABLE XI, CONT'D.

	UNIT NUMBERS								TOTAL
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	
All of it	8	2	1	4	4	20	4	6	51
Over half of it	6	5	2	2	4	24	6	7	63
About half of it	1	4	1	5	4	25	13	4	59
Less than half of it	2	1	0	3	0	12	1	1	20
None of it	0	0	0	0	0	0	0	0	0
I do not receive it	0	0	0	0	0	0	0	0	0

For Question 19, see Table XIII, p. 83.

TABLE XII

DISTRIBUTION OF REPLIES TO QUESTIONS FIVE,
EIGHT AND NINETEEN BY INDIVIDUAL
UNITS

	UNIT FUNCTIONS				UNIT FUNCTIONS				FINAL
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10
5. What are your most important reasons for attending Volunteer Reserve Meetings? Please rank the following statements in the order of their importance to you by placing a number of one through four opposite each statement:									
To keep myself informed on general developments in the Navy.									
Ranked First	12	8	4	9	6	57	15	24	8
Ranked Second	1	2	0	2	2	15	5	1	3
Ranked Third	3	2	0	2	3	6	1	0	32
Ranked Fourth	0	0	0	0	0	0	1	1	16
To help keep myself prepared for mobilization.									
Ranked First	1	2	0	2	2	13	2	1	4
Ranked Second	7	3	2	6	4	20	5	4	27
Ranked Third	3	2	2	3	1	23	7	2	53
Ranked Fourth	3	4	0	0	1	27	6	3	46
To help keep myself prepared for promotion.									
Ranked First	2	2	0	2	1	2	1	1	41
Ranked Second	3	2	1	1	1	2	3	2	24
Ranked Third	6	4	1	1	1	2	5	1	21
Ranked Fourth	3	3	3	3	3	3	5	1	43

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TABLE XII, CONT'D.

	UNIT NUMBERS									
	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	
Files on various industries, such as steel, rubber, lumber, etc., as related to Navy logistical problems.										
Ranked First	•	•	•	•	•	•	•	•	•	64
Ranked Second	•	•	•	•	•	•	•	•	•	59
Ranked Third	•	•	•	•	•	•	•	•	•	34
Ranked Fourth	•	•	•	•	•	•	•	•	•	28
Ranked Fifth	•	•	•	•	•	•	•	•	•	13
Files on Navy subjects other than Supply Corps										
Ranked First	•	•	•	•	•	•	•	•	•	7
Ranked Second	•	•	•	•	•	•	•	•	•	4
Ranked Third	•	•	•	•	•	•	•	•	•	5
Ranked Fourth	•	•	•	•	•	•	•	•	•	2
Ranked Fifth	•	•	•	•	•	•	•	•	•	0
Actual Navy battle pictures										
Ranked First	•	•	•	•	•	•	•	•	•	22
Ranked Second	•	•	•	•	•	•	•	•	•	22
Ranked Third	•	•	•	•	•	•	•	•	•	22
Ranked Fourth	•	•	•	•	•	•	•	•	•	73

19. Of the material appearing in the Monthly Newsletter, what types of information do you prefer? Please rank the following types of information in the order of your preference by placing a number of one through four opposite each statement:

TABLE XII, CONT'D.

QUESTION NINETEEN, CONT'D.

Articles of general interest on Supply activities.

	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	TOTAL
Ranked First	•	•	•	•	•	•	•	•	•	121
Ranked Second	•	•	•	•	•	•	•	•	•	40
Ranked Third	•	•	•	•	•	•	•	•	•	22
Ranked Fourth	•	•	•	•	•	•	•	•	•	9
 News of Officer Personnel.										
Ranked First	•	•	•	•	•	•	•	•	•	39
Ranked Second	•	•	•	•	•	•	•	•	•	39
Ranked Third	•	•	•	•	•	•	•	•	•	57
Ranked Fourth	•	•	•	•	•	•	•	•	•	50
 News of Reserve Components.										
Ranked First	•	•	•	•	•	•	•	•	•	14
Ranked Second	•	•	•	•	•	•	•	•	•	46
Ranked Third	•	•	•	•	•	•	•	•	•	61
Ranked Fourth	•	•	•	•	•	•	•	•	•	64
 Professional Notes.										
Ranked First	•	•	•	•	•	•	•	•	•	16
Ranked Second	•	•	•	•	•	•	•	•	•	60
Ranked Third	•	•	•	•	•	•	•	•	•	41
Ranked Fourth	•	•	•	•	•	•	•	•	•	64

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